



FINAL REPORT

Demo - 360° Feedback

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INTRODUCTION

This report is the result of a 360° feedback review by TCC online s.r.o.

EVALUATED COMPETENCIES

- General
 - Personal attitude
 - Work competences
 - Interaction with others
- Management
 - Team leadership
 - Strategic management
- Sales
 - Sales/ external client

EVALUATION SCALE

The following scale was used for the feedback review:

Cannot evaluate	0
Disagree	1
Mostly disagree	2
Mostly agree	3
Agree	4

EVALUATION SCALE - IMPORTANCE

Evaluators could also express how important the evaluated items are for them on a scale: 1 2 3 4 5

The evaluated person could also express how important the evaluated items are for him/her on a scale:

1 2 3 4 5

Values on the significance scale are as follows: 1 - It is of key importance to me, 2 - It is very important to me, 3 - It is quite important to me, 4 - It is not very important to me, 5 - It is not important to me.

In case there are no data for importance, there is the sign: ?

These values are labeled later in this report as "importance".

EVALUATORS

EVALUATORS	EVALUATED
Colleague	4
Manager	1
Subordinate	5
Self-assessment	1

Throughout the output report, results for **Self-assessment** and an average result for other evaluators are compared. This average is then labeled as **Feedback from others**.




INSPIRATION FOR YOUR DEVELOPMENT BY GROUPS OF EVALUATORS

Below, you can find the best and worst-evaluated items across the competences. While you can build upon your best evaluated items/advantages and look for opportunities for their use in future, you can look for priorities for development in the near future in the worst-evaluated items.






Value shown at each item is the average of evaluations across the given group of evaluators.

ADVANTAGES

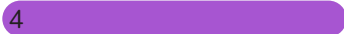
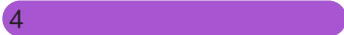


COLLEAGUE

		importance
Forms his/her own independent opinion on situations.	4 	4.0
Makes decisions promptly and with perspective.	3.33 	3.3
Finishes his/her client meetings by agreeing on specific and clear steps.	3.25 	2.7

MANAGER

		importance
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	4 	4.0
Actively and willingly shares information.	4 	3.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	4 	2.0
The evaluatee plans his actions and works systematically.	4 	2.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	4 	2.0

SUBORDINATE

		importance
Comes up with new ideas and innovations.	4 	4.0
Anticipates and prevents the risks of his decisions.	4 	3.0
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	3.33 	3.7
The evaluatee plans his actions and works systematically.	3.33 	2.3

AREAS FOR DEVELOPMENT

COLLEAGUE

		importance
Knows how to use the client's objections in order to persuade them.	1	3.0
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	1	2.5
Is willing to cooperate and involve others.	1	1.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	1	4.0

MANAGER

		importance
Seeks solutions, not problems.	1	3.0
Fulfills his/her tasks by given deadlines.	1	2.0
Establishes contact with new clients.	1	2.0
Appears convincing and trustworthy in front of the client.	1	4.0
Forms his/her own independent opinion on situations.	1	3.0
Finds practical and realistic solutions for his/her tasks.	1	2.0
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	1	3.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	1	3.0
Recognises and deals with risks.	1	2.0
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	1	3.0
Contributes to working relationships and a positive atmosphere.	1	4.0

SUBORDINATE

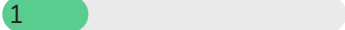


		importance
Manages to persuade others using convincing arguments.	1	2.5
Makes decisions promptly and with perspective.	1	3.7
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	1.25	3.5

You can see here what items are perceived by your evaluators as the most important ones


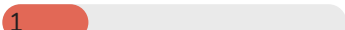

You do not have to focus your further development only on the items evaluated as lower, but also on these that are important to others, even though they are generally evaluated higher.

THE MOST IMPORTANT COMPETENCES BY EVALUATORS


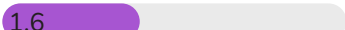

COLLEAGUE

		importance
Is willing to cooperate and involve others.	1 	1.0
Anticipates and prevents the risks of his decisions.	3 	1.5
Contributes to working relationships and a positive atmosphere.	2.25 	1.7

MANAGER

		importance
Emphasises the benefits the client can derive from mutual cooperation or business.	2 	1.0
Fulfills his/her tasks by given deadlines.	1 	2.0
Knows how to use the client's objections in order to persuade them.	2 	2.0





SUBORDINATE

		importance
Insists that the people in his/her team or department deliver their best performance.	2 	1.7
Regards situations conceptually and with perspective.	1.6 	1.8
Knows how to use the client's objections in order to persuade them.	2 	1.8

HOW DOES THE SELF-ASSESSMENT COMPARE TO THE FEEDBACK GIVEN BY OTHER EVALUATORS WITHIN THE COMPETENCES

		SELF-ASSESSMENT		FEEDBACK FROM OTHERS		difference
1.	Sales/ external client	3	2.2	2.1	2.9	0.9
2.	Interaction with others	2.5	4.2	1.91	2.8	0.59
3.	Strategic management	3	2.0	2.61	3.4	0.39
4.	Team leadership	1.86	2.6	2.19	3.0	-0.33
5.	Personal attitude	2	2.7	2.49	3.1	-0.49
6.	Work competences	1.75	2.9	2.25	3.0	-0.5
	Average rating across competences	2.35		2.26		

Those areas where you rated yourself better than others rated you are highlighted. Purple indicates those areas where your rating is significantly different from the rating from others. The intensity of the colour signifies the degree of the difference on the evaluation scale:





	difference in results: less than 25% of the evaluation scale
	difference in results: 25-50% of the evaluation scale
	difference in results: 50-75% of the evaluation scale
	difference in results: above 75% of the evaluation scale

In addition to the evaluation result, in a colour circle the table also shows the importance assigned to the given item by the evaluated person and the evaluators.

EVALUATOR GROUPS SORTED BY VARIATION OF FEEDBACK

	Self-assessment	Colleague	Manager	Subordinate	range
1 Team leadership	1.86	↑2.31	↓1.5	2.26	0.81
2 Interaction with others	2.5	↓1.75	↑2.25	1.85	0.5
3 Strategic management	3	2.67	↑3	↓2.51	0.49
4 Work competences	1.75	2.29	↓1.88	↑2.32	0.44
5 Sales/ external client	3	↓2.08	↑2.5	2.09	0.42
6 Personal attitude	2	↑2.71	↑2.71	↓2.43	0.28
average result across competences	2.35	2.3	↑2.31	↓2.24	

Note: The arrow pointing down indicates the lowest values; the arrow pointing up indicates the highest values. The range is the difference between the highest and lowest values of the evaluator feedback.

	difference in results: less than 25% of the evaluation scale
	difference in results: 25-50% of the evaluation scale
	difference in results: 50-75% of the evaluation scale
	difference in results: above 75% of the evaluation scale

SUMMARY FOR INDIVIDUAL QUESTIONS BY EVALUATION FOR INDIVIDUAL GROUPS OF EVALUATORS

COLLEAGUE

You will find here a summary for all individual evaluated items that are ordered from the best evaluated ones by all evaluators. There are data shown in these charts for following groups of evaluators in this order:

	Colleague	Self-assessment	Number of ratings	importance of ratings
Forms his/her own independent opinion on situations.	4 1		4 1	4.0 1.0
Makes decisions promptly and with perspective.	3.33 4		4 1	3.3 2.0
Finishes his/her client meetings by agreeing on specific and clear steps.	3.25		4 0	2.7 ?
Fulfills his/her tasks by given deadlines.	3		3 0	4.7 ?
Is supportive of changes leading to improvement in the long term.	3		4 0	4.3 ?
When giving tasks to others, he/she is clear, unambiguous and understandable.	3		3 0	2.5 ?
Insists that the people in his/her team or department deliver their best performance.	3 3		4 1	4.3 3.0
Seeks to solve problems even when stressed and under pressure.	3 4		4 1	3.3 4.0
Develops client relationships.	3 3		4 1	4.0 1.0
Takes full responsibility for the results of his work.	3 1		4 1	2.5 4.0
Anticipates and prevents the risks of his decisions.	3 4		4 1	1.5 2.0
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.75 3		4 1	2.5 3.0
Finds practical and realistic solutions for his/her tasks.	2.75 1		4 1	3.5 2.0
Is interested in how other people perceive his/her work and strives for further development.	2.75 2		4 1	3.0 3.0
Calmly deals with even very difficult situations.	2.67		4 0	3.7 ?
Investigates the client's needs.	2.67		3 0	2.7 ?
When coordinating work, he/she takes the work of others into account.	2.67		4 0	2.7 ?

Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	2.67 1	3 1	3.7 2.0
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	2.5 1	4 1	3.0 1.0
Adheres to agreements and keeps his/her word.	2.5 1	4 1	2.2 4.0
Comes up with new ideas and innovations.	2.5 2	4 1	2.5 2.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	2.5	3 0	3.5 ?
Regards situations conceptually and with perspective.	2.33 4	4 1	4.0 1.0
Actively and willingly shares information.	2.33 4	3 1	3.0 3.0
Manages to persuade others using convincing arguments.	2.33 2	4 1	2.0 4.0
Takes interest in the needs of his/her clients (internal or external).	2.33 3	4 1	3.0 5.0
Establishes contact with new clients.	2.33	4 0	2.3 ?
He/she is able to adapt to new situations and circumstances quickly and easily.	2.25	4 0	3.0 ?
Carefully notices what the client likes and adapts the business dialogue accordingly.	2.25 4	4 1	2.2 3.0
Acquires information from different sources in a focused manner.	2.25 1	4 1	4.0 5.0
Entrusts the members of his/her team with responsibility and gives them space to work independently.	2.25 1	4 1	3.5 4.0
Contributes to working relationships and a positive atmosphere.	2.25 1	4 1	1.7 4.0
The evaluatee plans his actions and works systematically.	2 1	3 1	3.0 4.0
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2 2	4 1	3.3 2.0
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	2 2	2 1	5.0 3.0
Actively participates in fulfilling tasks even over and above his/her job description.	2 2	4 1	3.7 2.0

Recognises and deals with risks.	1.75 1	4 1	2.5 1.0
Is supportive of his/her subordinates and takes an interest in their needs.	1.75 2	4 1	3.2 2.0
The evaluatee is an expert in his/her field and can deal with any work tasks.	1.67 3	4 1	3.0 4.0
Appreciates the financial impact of his/her actions and decisions.	1.5	3 0	3.5 ?
Seeks solutions, not problems.	1.5 2	2 1	3.0 2.0
Appears convincing and trustworthy in front of the client.	1.5 4	3 1	4.0 2.0
Emphasises the benefits the client can derive from mutual cooperation or business.	1.5	4 0	2.5 ?
Offers solutions which accomodate the needs of the client.	1.25 3	4 1	2.7 2.0
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	1.25 1	4 1	3.7 3.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	1	4 0	4.0 ?
Is willing to cooperate and involve others.	1 3	4 1	1.0 5.0
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	1 2	2 1	2.5 4.0
Knows how to use the client's objections in order to persuade them.	1 2	4 1	3.0 2.0

MANAGER

You will find here a summary for all individual evaluated items that are ordered from the best evaluated ones by all evaluators. There are data shown in these charts for following groups of evaluators in this order:






















	Manager	Self-assessment	Number of ratings	importance of ratings
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	4	2	1 1	4.0 3.0
Actively and willingly shares information.	4	4	1 1	3.0 3.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	4	4	1 1	2.0 3.0
The evaluatee plans his actions and works systematically.	4	1	1 1	2.0 4.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	4		1 0	2.0 ?
Seeks to solve problems even when stressed and under pressure.	3	4	1 1	5.0 4.0
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	3	1	1 1	2.0 2.0
Finishes his/her client meetings by agreeing on specific and clear steps.	3		1 0	3.0 ?
When coordinating work, he/she takes the work of others into account.	3		1 0	2.0 ?
Takes interest in the needs of his/her clients (internal or external).	3	3	1 1	5.0 5.0
Appreciates the financial impact of his/her actions and decisions.	3		1 0	4.0 ?
Is supportive of changes leading to improvement in the long term.	3		1 0	2.0 ?
Actively participates in fulfilling tasks even over and above his/her job description.	3	2	1 1	4.0 2.0
He/she is able to adapt to new situations and circumstances quickly and easily.	3		1 0	2.0 ?
Comes up with new ideas and innovations.	3	2	1 1	4.0 2.0
Is interested in how other people perceive his/her work and strives for further development.	3	2	1 1	3.0 3.0

Adheres to agreements and keeps his/her word.	<div><div>3</div><div>1</div></div>	<div>1</div> <div>1</div>	<div>4.0</div> <div>4.0</div>
Develops client relationships.	<div><div>3</div><div>3</div></div>	<div>1</div> <div>1</div>	<div>5.0</div> <div>1.0</div>
Anticipates and prevents the risks of his decisions.	<div><div>3</div><div>4</div></div>	<div>1</div> <div>1</div>	<div>3.0</div> <div>2.0</div>
Entrusts the members of his/her team with responsibility and gives them space to work independently.	<div><div>2</div><div>1</div></div>	<div>1</div> <div>1</div>	<div>2.0</div> <div>4.0</div>
Insists that the people in his/her team or department deliver their best performance.	<div><div>2</div><div>3</div></div>	<div>1</div> <div>1</div>	<div>3.0</div> <div>3.0</div>
Makes decisions promptly and with perspective.	<div><div>2</div><div>4</div></div>	<div>1</div> <div>1</div>	<div>4.0</div> <div>2.0</div>
Regards situations conceptually and with perspective.	<div><div>2</div><div>4</div></div>	<div>1</div> <div>1</div>	<div>3.0</div> <div>1.0</div>
Knows how to use the client's objections in order to persuade them.	<div><div>2</div><div>2</div></div>	<div>1</div> <div>1</div>	<div>2.0</div> <div>2.0</div>
Acquires information from different sources in a focused manner.	<div><div>2</div><div>1</div></div>	<div>1</div> <div>1</div>	<div>4.0</div> <div>5.0</div>
Emphasises the benefits the client can derive from mutual cooperation or business.	<div><div>2</div><div></div></div>	<div>1</div> <div>0</div>	<div>1.0</div> <div>?</div>
Contributes to working relationships and a positive atmosphere.	<div><div>1</div><div>1</div></div>	<div>1</div> <div>1</div>	<div>4.0</div> <div>4.0</div>
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	<div><div>1</div><div>2</div></div>	<div>1</div> <div>1</div>	<div>3.0</div> <div>2.0</div>
Recognises and deals with risks.	<div><div>1</div><div>1</div></div>	<div>1</div> <div>1</div>	<div>2.0</div> <div>1.0</div>
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	<div><div>1</div><div></div></div>	<div>1</div> <div>0</div>	<div>3.0</div> <div>?</div>
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	<div><div>1</div><div>1</div></div>	<div>1</div> <div>1</div>	<div>3.0</div> <div>3.0</div>
Finds practical and realistic solutions for his/her tasks.	<div><div>1</div><div>1</div></div>	<div>1</div> <div>1</div>	<div>2.0</div> <div>2.0</div>
Forms his/her own independent opinion on situations.	<div><div>1</div><div>1</div></div>	<div>1</div> <div>1</div>	<div>3.0</div> <div>1.0</div>
Appears convincing and trustworthy in front of the client.	<div><div>1</div><div>4</div></div>	<div>1</div> <div>1</div>	<div>4.0</div> <div>2.0</div>
Establishes contact with new clients.	<div><div>1</div><div></div></div>	<div>1</div> <div>0</div>	<div>2.0</div> <div>?</div>
Fulfills his/her tasks by given deadlines.	<div><div>1</div><div></div></div>	<div>1</div> <div>0</div>	<div>2.0</div> <div>?</div>
Seeks solutions, not problems.	<div><div>1</div><div>2</div></div>	<div>1</div> <div>1</div>	<div>3.0</div> <div>2.0</div>

SUBORDINATE

You will find here a summary for all individual evaluated items that are ordered from the best evaluated ones by all evaluators. There are data shown in these charts for following groups of evaluators in this order:

	Subordinate	Self-assessment	Number of ratings	importance
Comes up with new ideas and innovations.	4 2		5 1	4.0 2.0
Anticipates and prevents the risks of his decisions.	4 4		2 1	3.0 2.0
Has a clear idea of what he/she wants to accomplish in his/her field and how to do it.	3.33 1		4 1	3.7 2.0
The evaluatee plans his actions and works systematically.	3.33 1		4 1	2.3 4.0
Carefully notices what the client likes and adapts the business dialogue accordingly.	3 4		2 1	3.0 3.0
Actively participates in fulfilling tasks even over and above his/her job description.	3 2		5 1	2.4 2.0
Is supportive of changes leading to improvement in the long term.	3		5 0	4.0 ?
Entrusts the members of his/her team with responsibility and gives them space to work independently.	2.75 1		5 1	3.2 4.0
Seeks solutions, not problems.	2.67 2		5 1	4.3 2.0
When negotiating, the evaluatee respects other people's opinions and strives to reach mutual agreement.	2.67		5 0	2.7 ?
When coordinating work, he/she takes the work of others into account.	2.6		5 0	3.8 ?
As a manager, the evaluatee is an authority and his/her behaviour sets an example to others.	2.5 2		5 1	3.5 2.0
Appreciates the financial impact of his/her actions and decisions.	2.5		4 0	3.7 ?
Acquires information from different sources in a focused manner.	2.5 1		5 1	2.0 5.0
Investigates the client's needs.	2.5		5 0	3.5 ?
Is supportive of his/her subordinates and takes an interest in their needs.	2.5 2		5 1	3.0 2.0
Fulfills his/her tasks by given deadlines.	2.5		4 0	2.5 ?

He/she is able to adapt to new situations and circumstances quickly and easily.	2.5 	5 0	2.2 ?
Inspires enthusiasm in his/her team members and motivates them to perform at a high level.	2.5 1 	4 1	3.2 3.0
Recognises the strengths and weaknesses of his/her subordinates and supports them in self-development.	2.4 3 	5 1	2.4 3.0
Is willing to cooperate and involve others.	2.33 3 	5 1	3.7 5.0
Is interested in how other people perceive his/her work and strives for further development.	2.25 2 	5 1	4.0 3.0
Takes full responsibility for the results of his work.	2.25 1 	5 1	3.2 4.0
Develops client relationships.	2.2 3 	5 1	3.0 1.0
Insists that the people in his/her team or department deliver their best performance.	2 3 	5 1	1.7 3.0
Takes interest in the needs of his/her clients (internal or external).	2 3 	4 1	2.0 5.0
Finds practical and realistic solutions for his/her tasks.	2 1 	4 1	2.5 2.0
Recognises and deals with risks.	2 1 	5 1	3.0 1.0
Establishes contact with new clients.	2 	5 0	3.5 ?
Appears convincing and trustworthy in front of the client.	2 4 	4 1	3.5 2.0
Knows how to use the client's objections in order to persuade them.	2 2 	5 1	1.8 2.0
Forms his/her own independent opinion on situations.	2 1 	4 1	3.2 1.0
Offers solutions which accommodate the needs of the client.	2 3 	2 1	3.0 2.0
Calmly deals with even very difficult situations.	2 	5 0	3.0 ?
Adheres to agreements and keeps his/her word.	2 1 	3 1	3.0 4.0
When signalled by the client, he/she moves from a general offer to discussing a specific solution.	1.8 2 	5 1	2.6 3.0
The evaluatee is an expert in his/her field and can deal with any work tasks.	1.75 3 	5 1	2.7 4.0
When giving tasks to others, he/she is clear, unambiguous and understandable.	1.75 	4 0	2.5 ?

Contributes to working relationships and a positive atmosphere.	1.75 1	5 1	2.2 4.0
Finishes his/her client meetings by agreeing on specific and clear steps.	1.75	4 0	3.2 ?
Seeks to solve problems even when stressed and under pressure.	1.67 4	4 1	3.3 4.0
Emphasises the benefits the client can derive from mutual cooperation or business.	1.67	5 0	3.7 ?
Offers his/her (internal or external) clients solutions to their utmost satisfaction.	1.67 2	5 1	3.7 4.0
Is constructive in pointing out things he/she finds satisfactory or unsatisfactory.	1.67 1	5 1	3.3 1.0
Regards situations conceptually and with perspective.	1.6 4	5 1	1.8 1.0
Actively and willingly shares information.	1.5 4	5 1	2.7 3.0
Comprehensibly explains to his/her team members the general aims of the company and the specific steps taken to accomplish them.	1.25	4 0	3.5 ?
Makes decisions promptly and with perspective.	1 4	5 1	3.7 2.0
Manages to persuade others using convincing arguments.	1 2	5 1	2.5 4.0

EVALUATION OF INDIVIDUAL BEHAVIOURS WITHIN THE COMPETENCES COVERED

In the final part of the report, you can find information about how individual evaluators evaluated individual questions.

Try to focus here on specific areas for development in competences (even in a competence that is evaluated as high in general, there could be a specific area with a lower score - or vice versa).

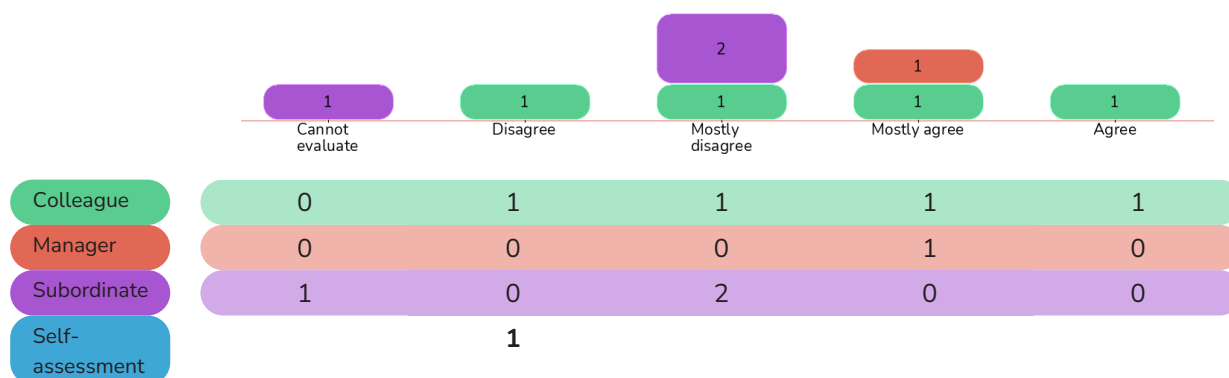
Another important piece of information for you could be a match or a differences in answers of individual evaluators on a given scale. E.g. you can see whether an average value of "3" means that everybody evaluated you the same, with score "3", or whether e.g. some part of evaluators chose the value "2" and a different part of them the value "4". These details can help you to choose your priorities and topics for your further development better and also set specific goals.

ADHERES TO AGREEMENTS AND KEEPS HIS/HER WORD.

average evaluation for all evaluators: 2.43

importance

2.7 4.0

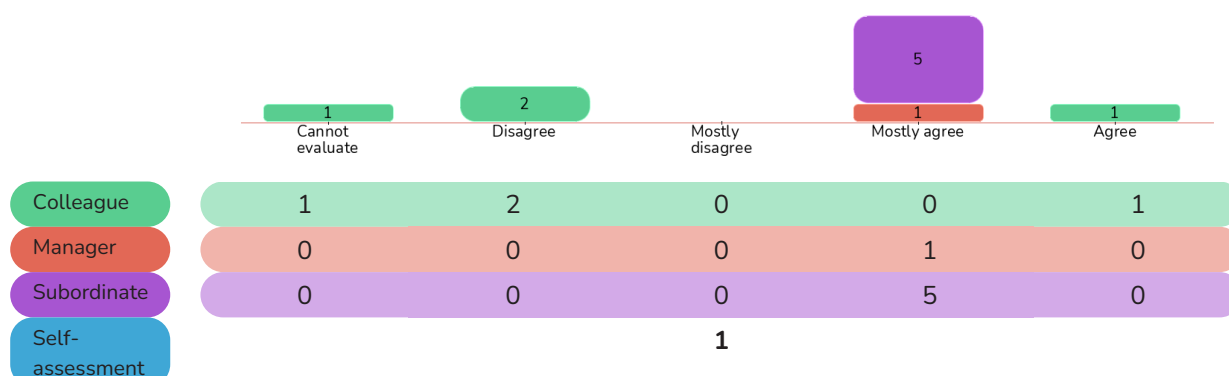


ACTIVELY PARTICIPATES IN FULFILLING TASKS EVEN OVER AND ABOVE HIS/HER JOB DESCRIPTION.

average evaluation for all evaluators: 2.67

importance

3.0 2.0



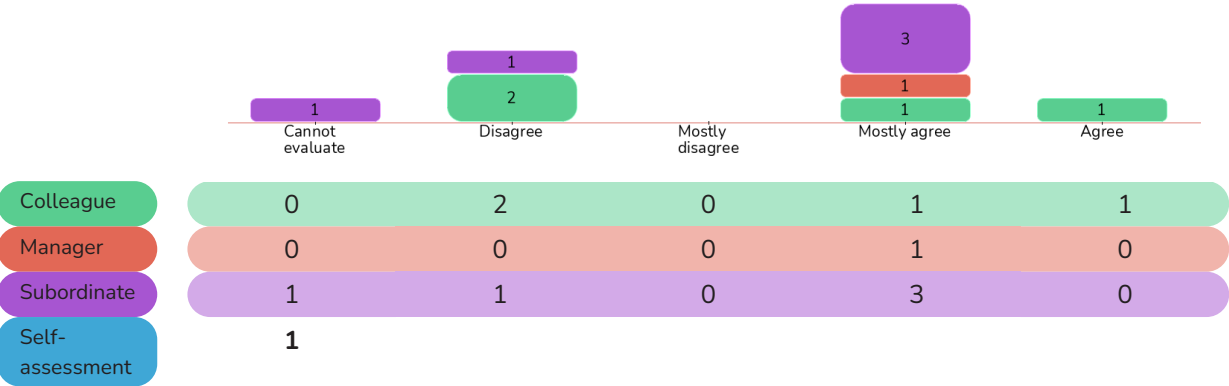
HE/SHE IS ABLE TO ADAPT TO NEW SITUATIONS AND CIRCUMSTANCES QUICKLY AND EASILY.

average evaluation for all evaluators: 2.44

importance

2.6

?



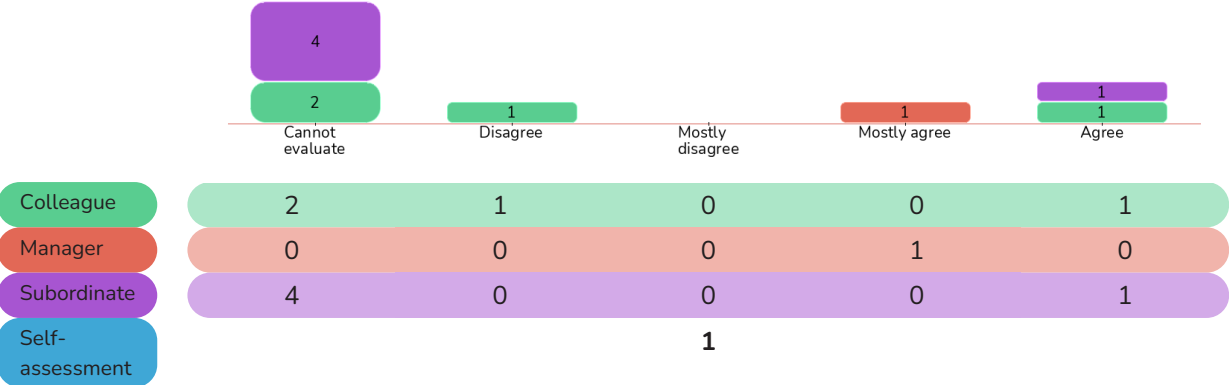
COMES UP WITH NEW IDEAS AND INNOVATIONS.

average evaluation for all evaluators: 3

importance

3.2

2.0

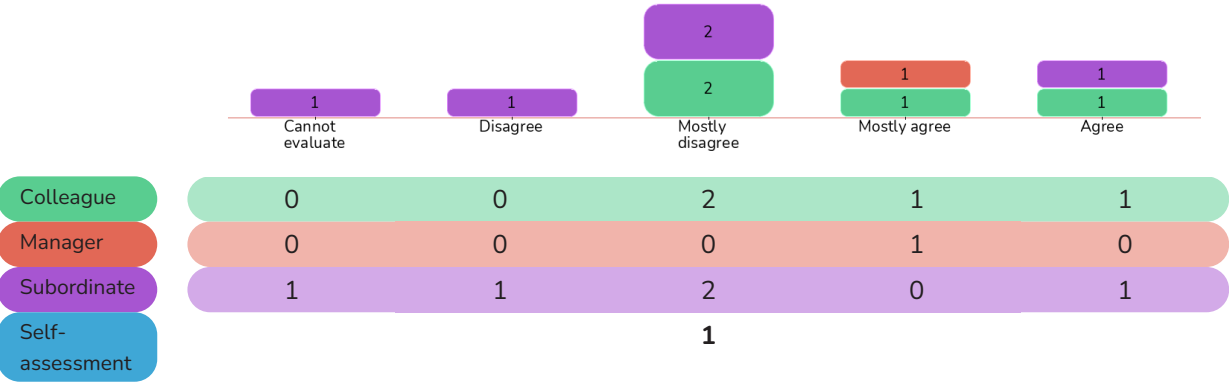


IS INTERESTED IN HOW OTHER PEOPLE PERCEIVE HIS/HER WORK AND STRIVES FOR FURTHER DEVELOPMENT.

average evaluation for all evaluators: 2.56

importance

3.43.0

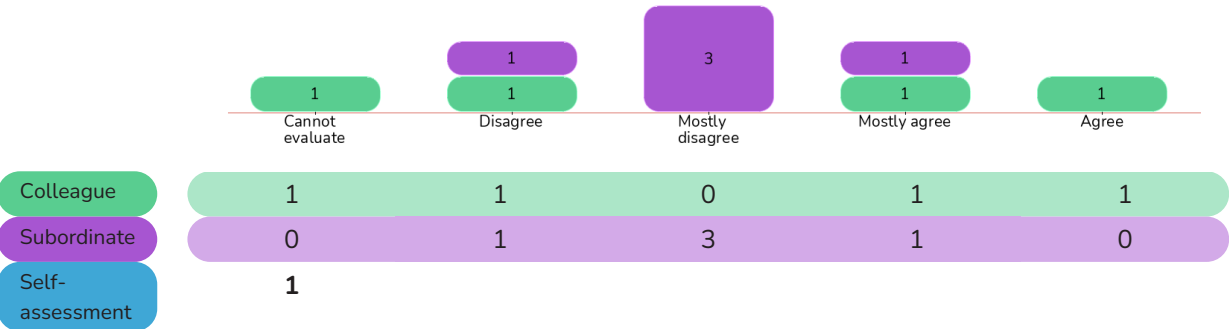


CALMLY DEALS WITH EVEN VERY DIFFICULT SITUATIONS.

average evaluation for all evaluators: 2.25

importance

3.2?

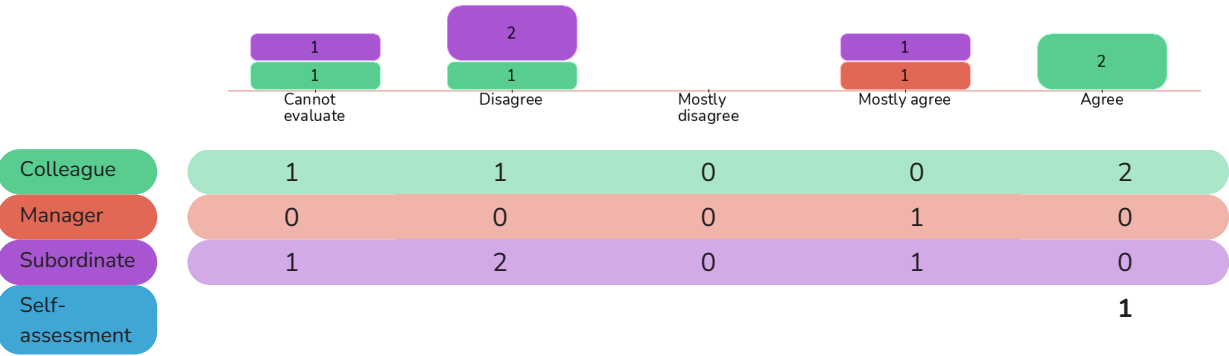


SEEKS TO SOLVE PROBLEMS EVEN WHEN STRESSED AND UNDER PRESSURE.

average evaluation for all evaluators: 2.43

importance

3.64.0

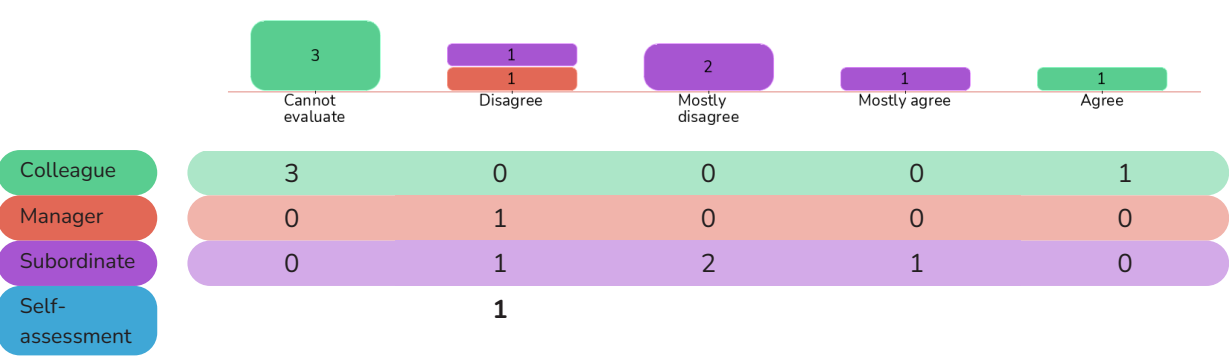


FORMS HIS/HER OWN INDEPENDENT OPINION ON SITUATIONS.

average evaluation for all evaluators: 2.17

importance

3.31.0



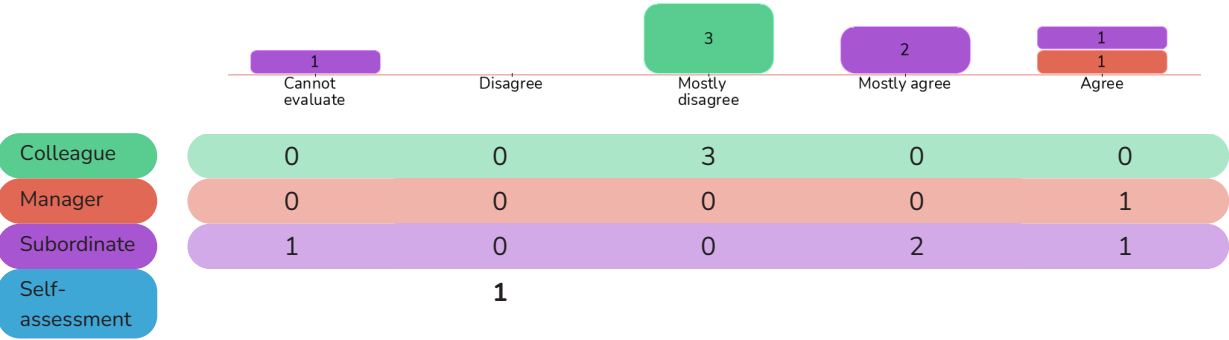
THE EVALUEE PLANS HIS ACTIONS AND WORKS SYSTEMATICALLY.

average evaluation for all evaluators: 2.86

importance

2.6

4.0



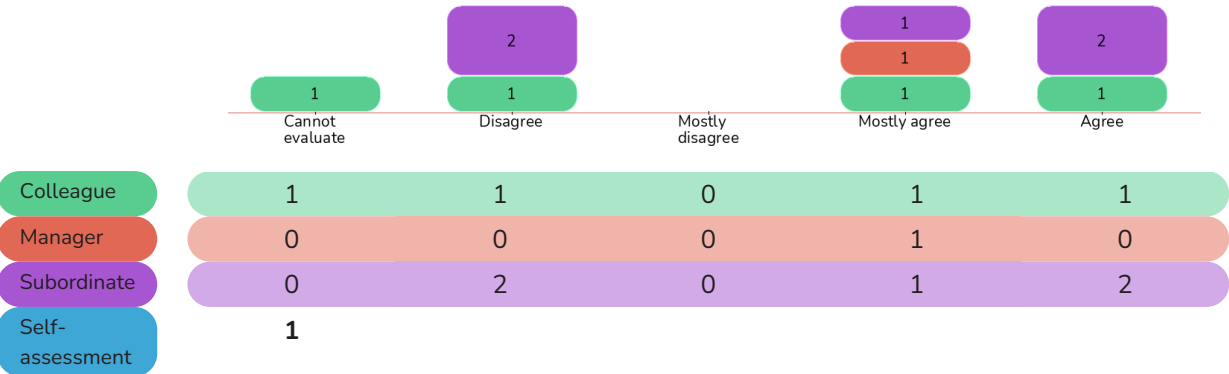
WHEN COORDINATING WORK, HE/SHE TAKES THE WORK OF OTHERS INTO ACCOUNT.

average evaluation for all evaluators: 2.67

importance

3.2

?



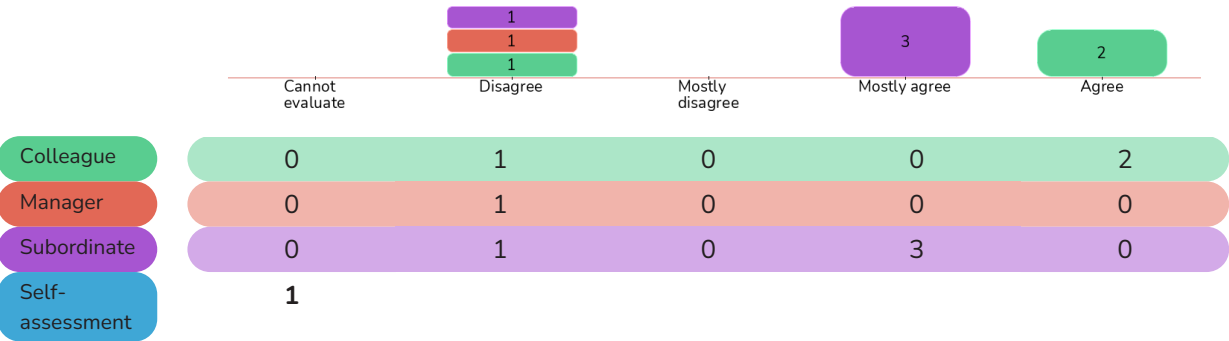
FULFILLS HIS/HER TASKS BY GIVEN DEADLINES.

average evaluation for all evaluators: 2.5

importance

3.2

?



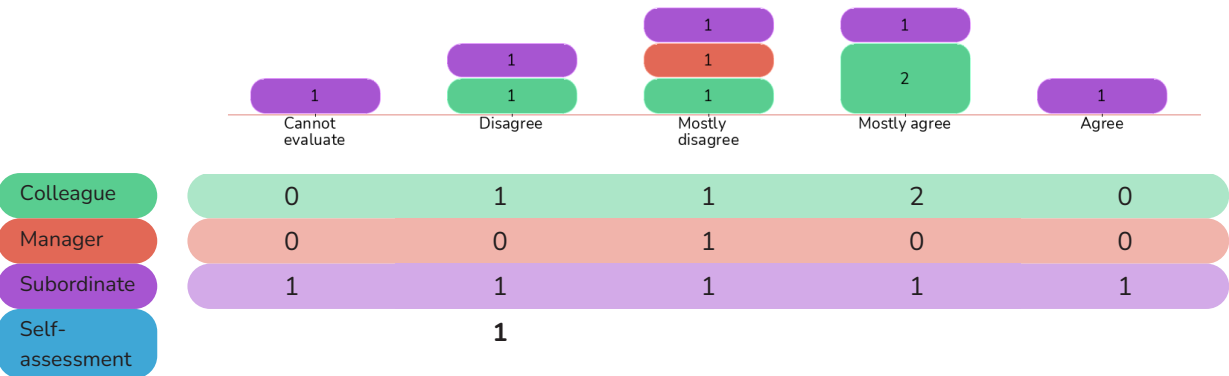
ACQUIRES INFORMATION FROM DIFFERENT SOURCES IN A FOCUSED MANNER.

average evaluation for all evaluators: 2.33

importance

3.1

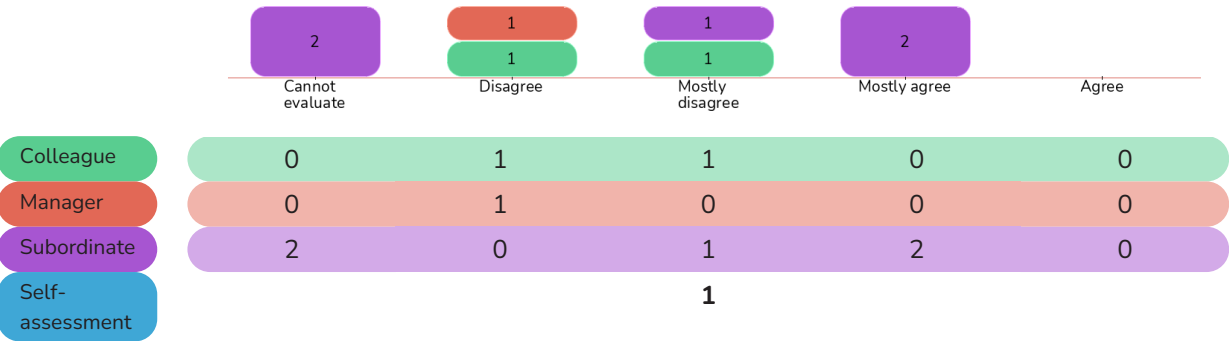
5.0



SEEKS SOLUTIONS, NOT PROBLEMS.

average evaluation for all evaluators: 2

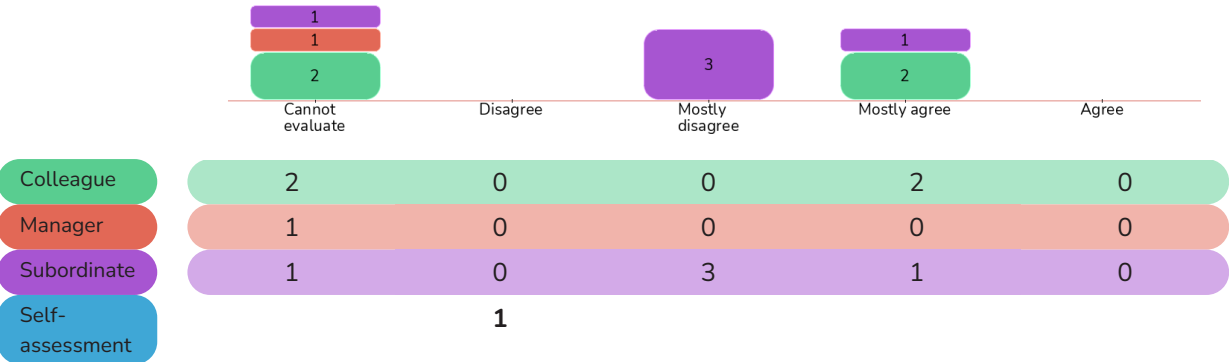
importance
3.7 2.0



TAKES FULL RESPONSIBILITY FOR THE RESULTS OF HIS WORK.

average evaluation for all evaluators: 2.5

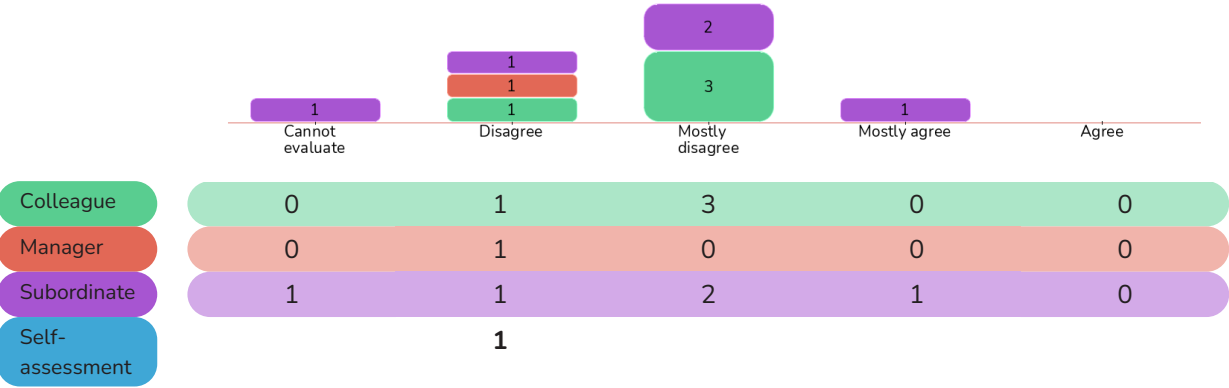
importance
3.0 4.0



RECOGNISES AND DEALS WITH RISKS.

average evaluation for all evaluators: 1.78

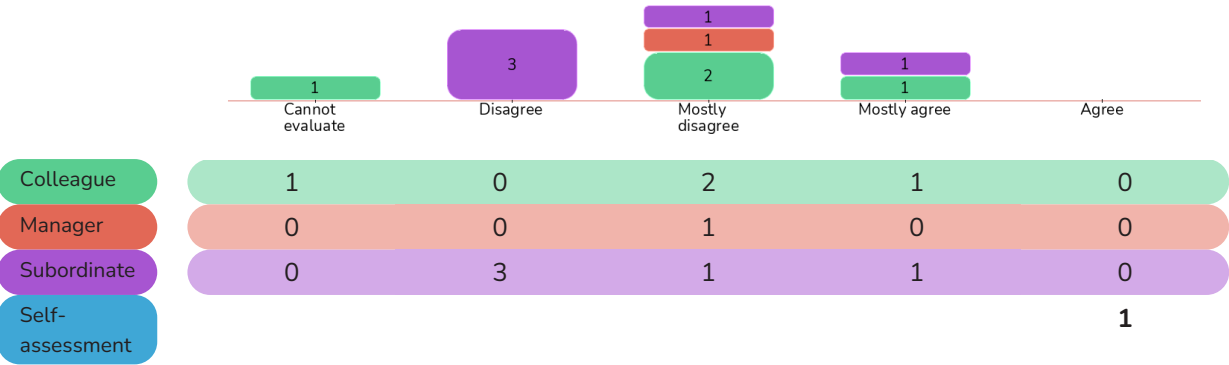
importance
2.7 1.0



REGARDS SITUATIONS CONCEPTUALLY AND WITH PERSPECTIVE.

average evaluation for all evaluators: 1.89

importance
2.7 1.0

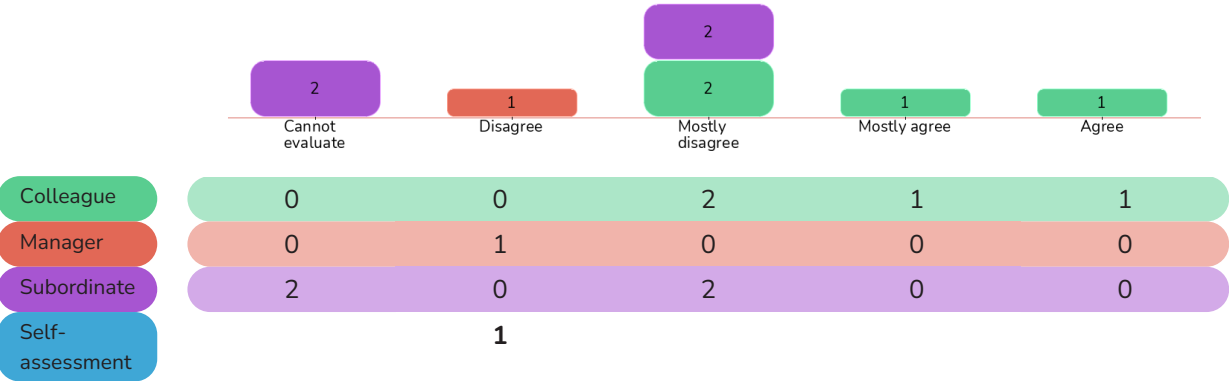


FINDS PRACTICAL AND REALISTIC SOLUTIONS FOR HIS/HER TASKS.

average evaluation for all evaluators: 2.29

importance

3.02.0

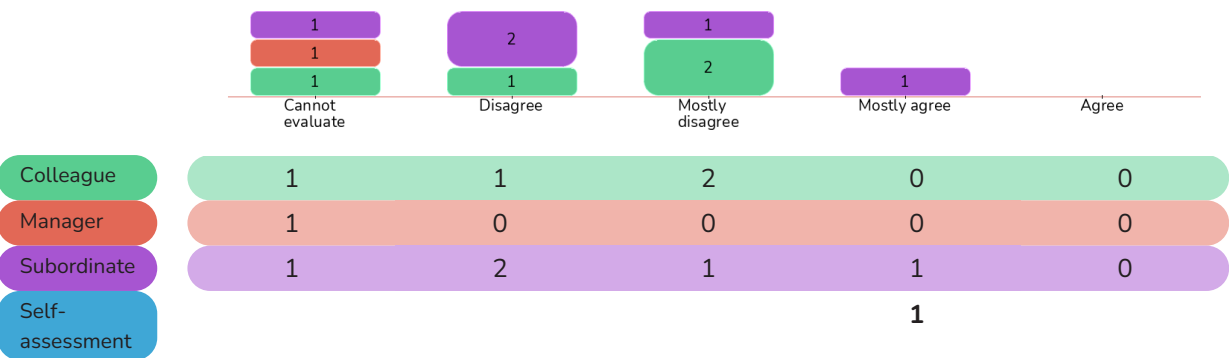


THE EVALUEE IS AN EXPERT IN HIS/HER FIELD AND CAN DEAL WITH ANY WORK TASKS.

average evaluation for all evaluators: 1.71

importance

2.94.0

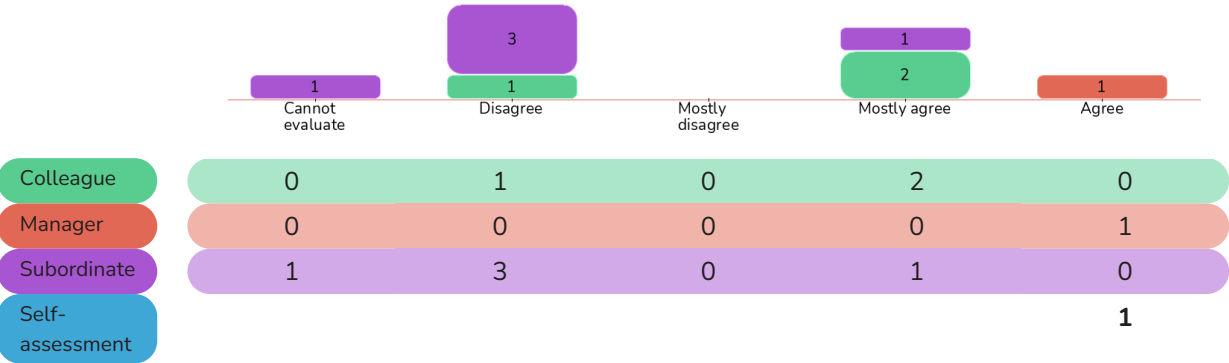


ACTIVELY AND WILLINGLY SHARES INFORMATION.

average evaluation for all evaluators: 2.13

importance

2.93.0

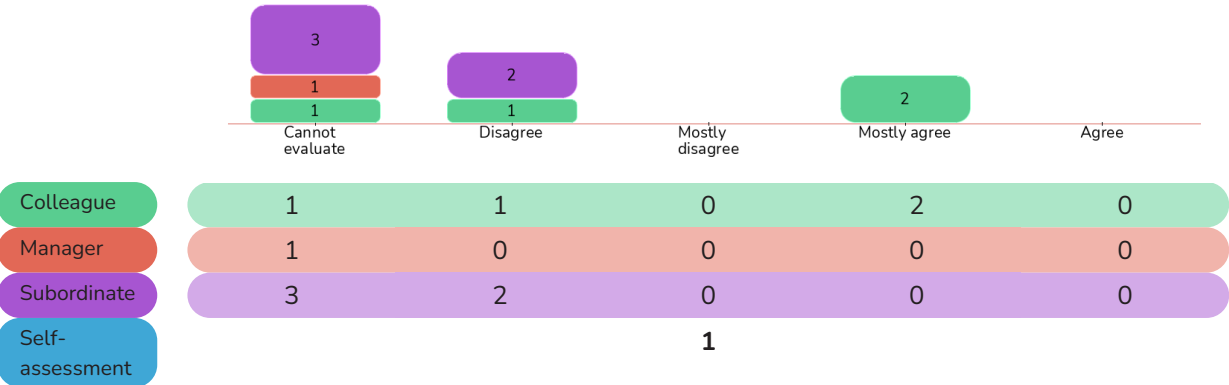


MANAGES TO PERSUADE OTHERS USING CONVINCING ARGUMENTS.

average evaluation for all evaluators: 1.8

importance

2.24.0



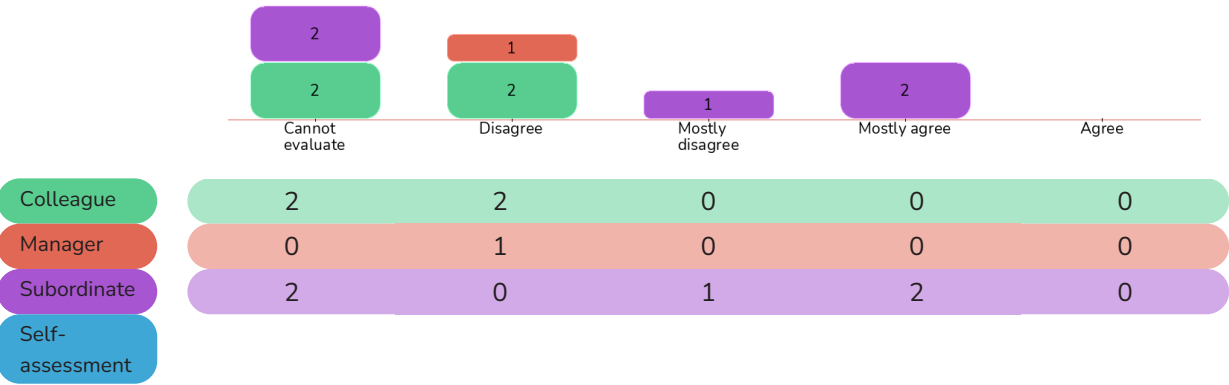
WHEN NEGOTIATING, THE EVALUEE RESPECTS OTHER PEOPLE'S OPINIONS AND STRIVES TO REACH MUTUAL AGREEMENT.

average evaluation for all evaluators: 1.83

importance

3.2

?



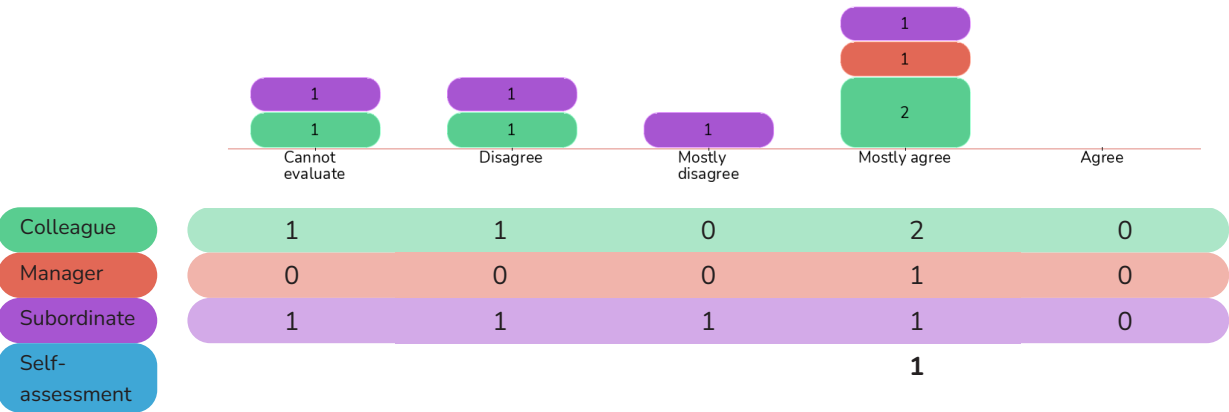
TAKES INTEREST IN THE NEEDS OF HIS/HER CLIENTS (INTERNAL OR EXTERNAL).

average evaluation for all evaluators: 2.29

importance

2.9

5.0



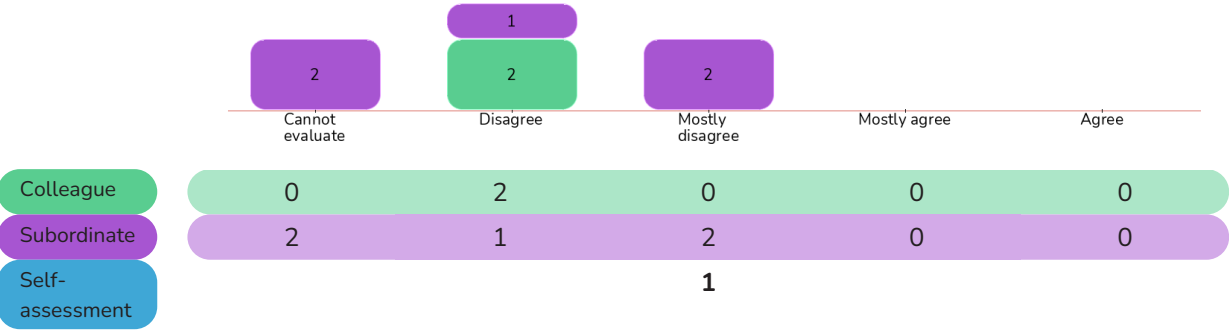
OFFERS HIS/HER (INTERNAL OR EXTERNAL) CLIENTS SOLUTIONS TO THEIR UTMOST SATISFACTION.

average evaluation for all evaluators: 1.4

importance

3.2

4.0



IS WILLING TO COOPERATE AND INVOLVE OTHERS.

average evaluation for all evaluators: 2

importance

3.0

5.0

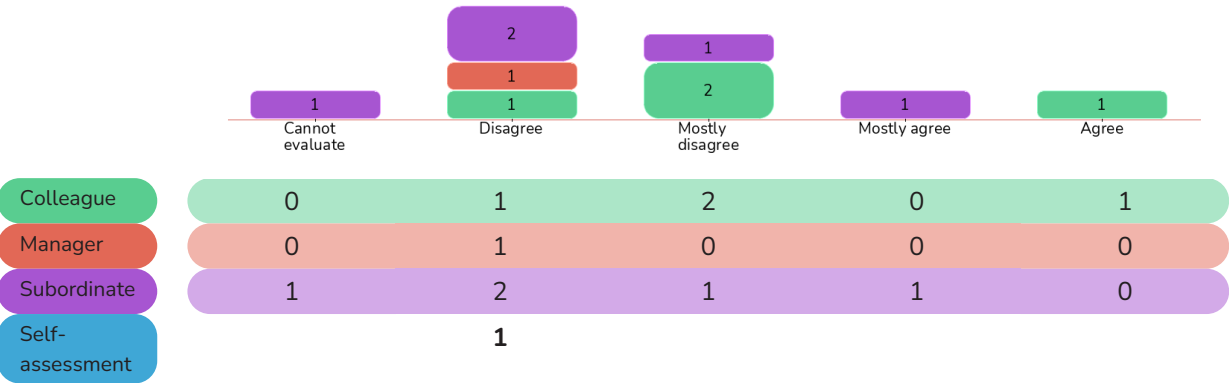


CONTRIBUTES TO WORKING RELATIONSHIPS AND A POSITIVE ATMOSPHERE.

average evaluation for all evaluators: 1.89

importance

2.24.0

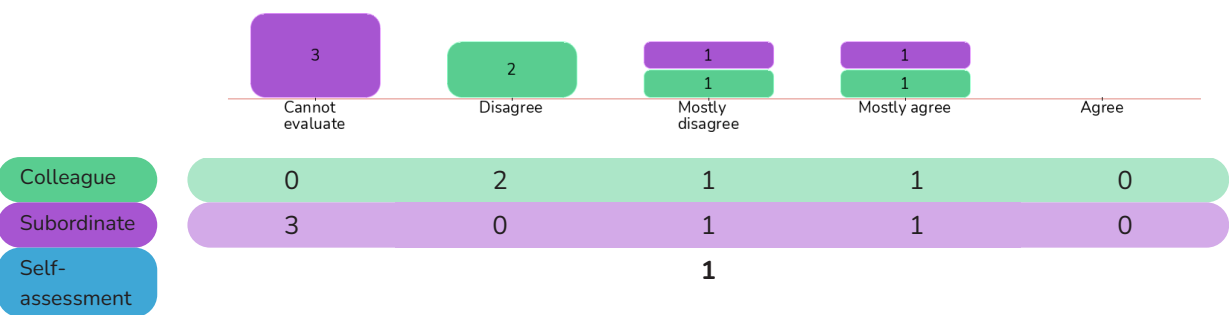


IS SUPPORTIVE OF HIS/HER SUBORDINATES AND TAKES AN INTEREST IN THEIR NEEDS.

average evaluation for all evaluators: 2

importance

3.22.0

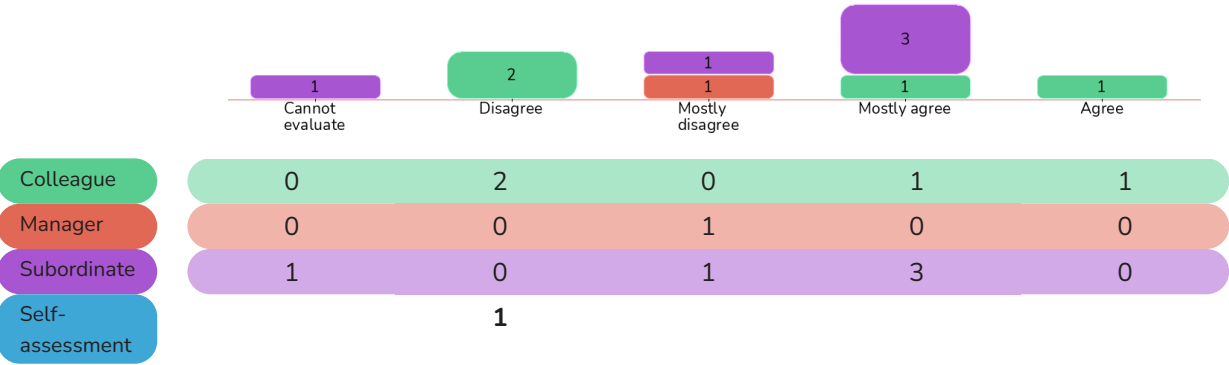


ENTRUSTS THE MEMBERS OF HIS/HER TEAM WITH RESPONSIBILITY AND GIVES THEM SPACE TO WORK INDEPENDENTLY.

average evaluation for all evaluators: 2.44

importance

3.24.0

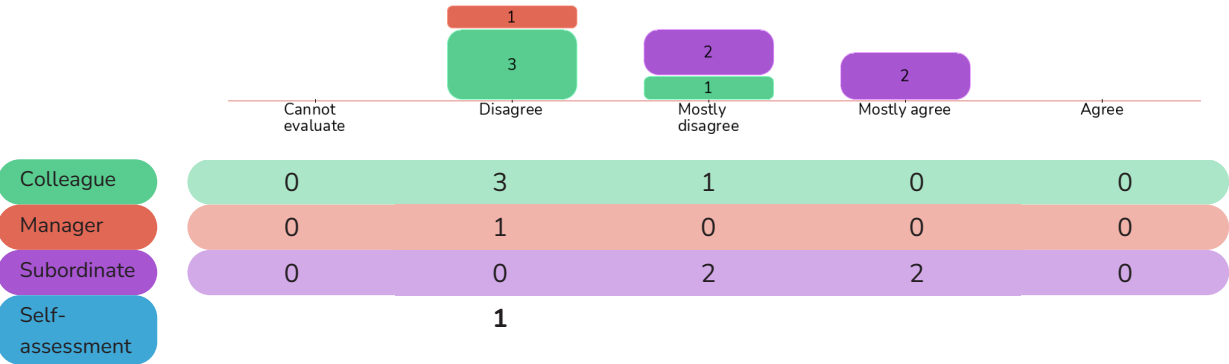


INSPIRES ENTHUSIASM IN HIS/HER TEAM MEMBERS AND MOTIVATES THEM TO PERFORM AT A HIGH LEVEL.

average evaluation for all evaluators: 1.78

importance

3.43.0



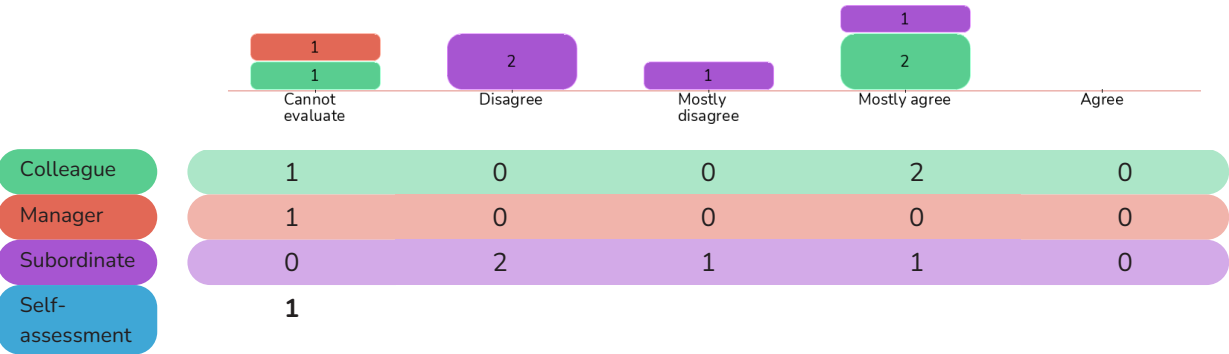
WHEN GIVING TASKS TO OTHERS, HE/SHE IS CLEAR, UNAMBIGUOUS AND UNDERSTANDABLE.

average evaluation for all evaluators: 2.17

importance

2.5

?



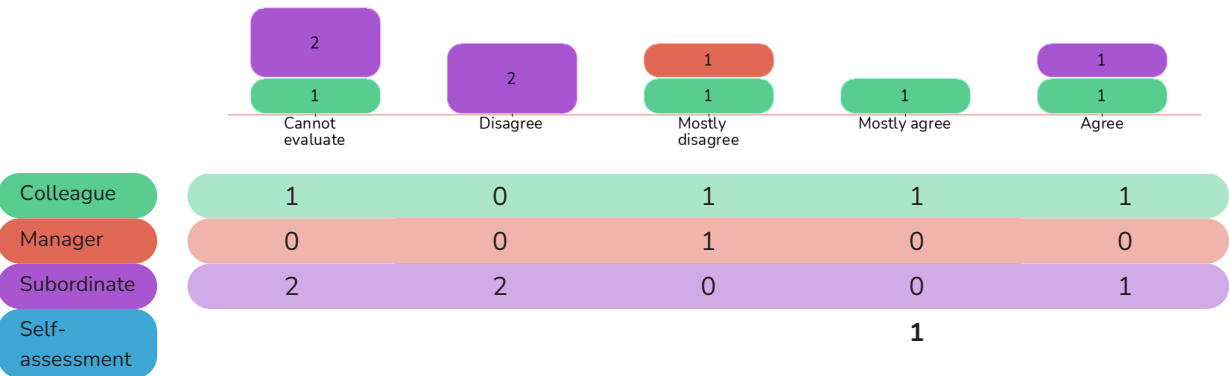
INSISTS THAT THE PEOPLE IN HIS/HER TEAM OR DEPARTMENT DELIVER THEIR BEST PERFORMANCE.

average evaluation for all evaluators: 2.43

importance

3.0

3.0

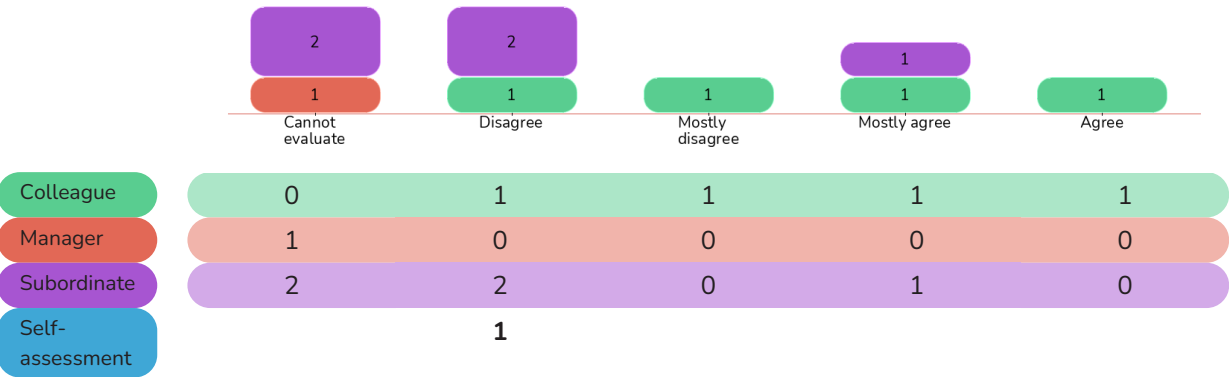


IS CONSTRUCTIVE IN POINTING OUT THINGS HE/SHE FINDS SATISFACTORY OR UNSATISFACTORY.

average evaluation for all evaluators: 2.14

importance

3.11.0

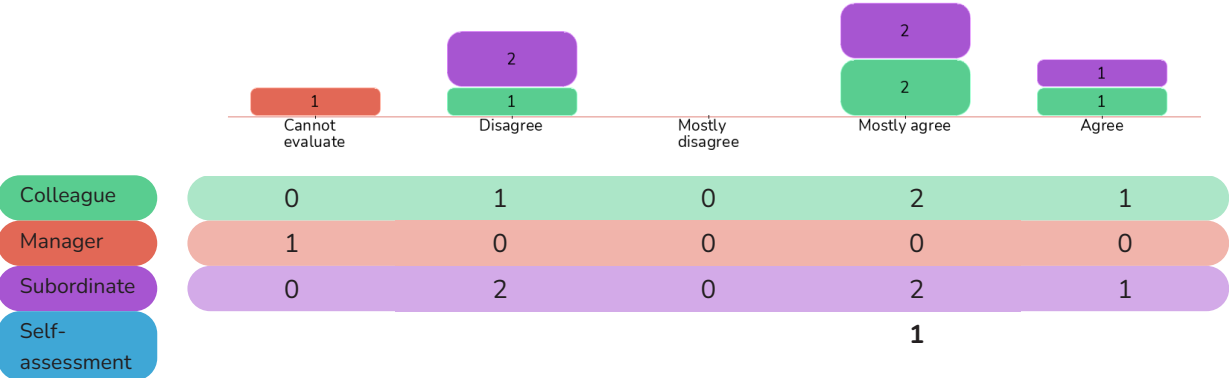


RECOGNISES THE STRENGTHS AND WEAKNESSES OF HIS/HER SUBORDINATES AND SUPPORTS THEM IN SELF-DEVELOPMENT.

average evaluation for all evaluators: 2.56

importance

2.43.0

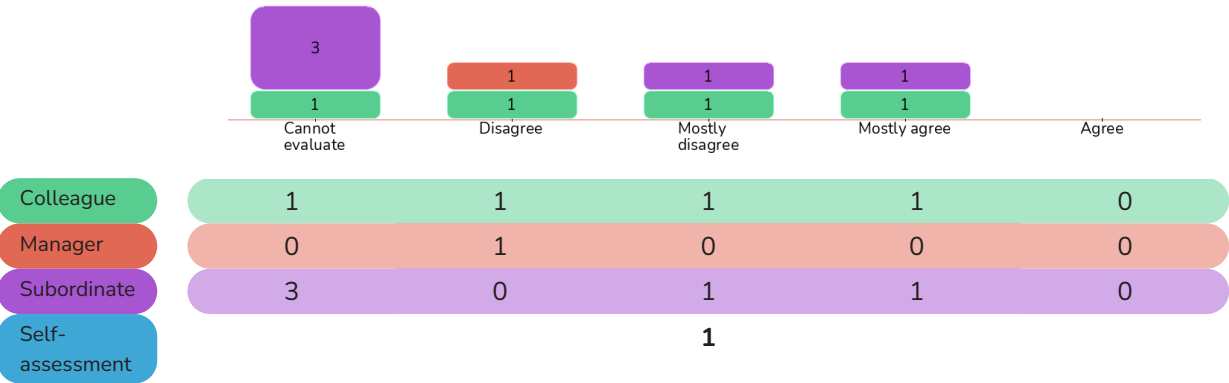


AS A MANAGER, THE EVALUEE IS AN AUTHORITY AND HIS/HER BEHAVIOUR SETS AN EXAMPLE TO OTHERS.

average evaluation for all evaluators: 2

importance

3.32.0

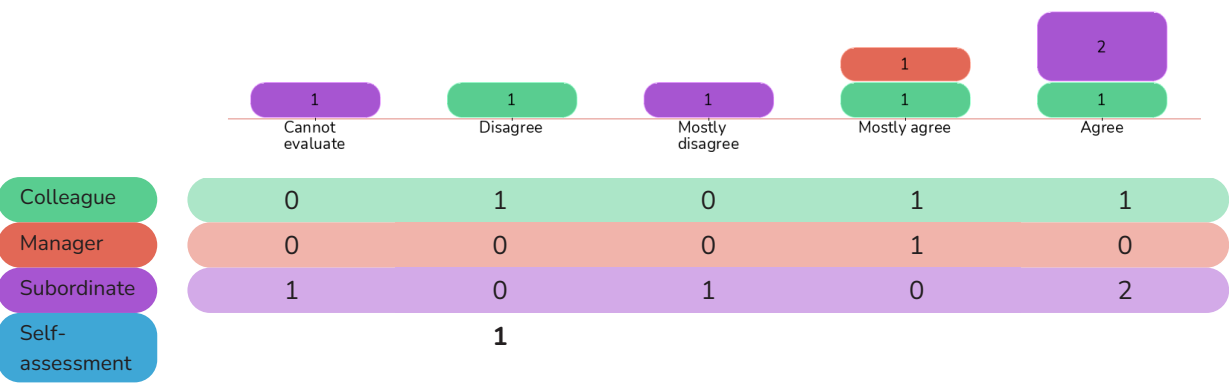


HAS A CLEAR IDEA OF WHAT HE/SHE WANTS TO ACCOMPLISH IN HIS/HER FIELD AND HOW TO DO IT.

average evaluation for all evaluators: 3

importance

3.42.0

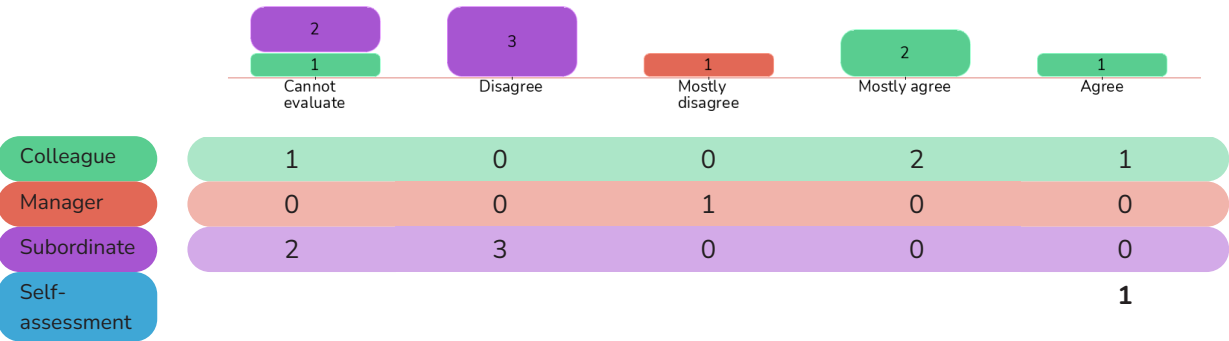


MAKES DECISIONS PROMPTLY AND WITH PERSPECTIVE.

average evaluation for all evaluators: 2.14

importance

3.62.0

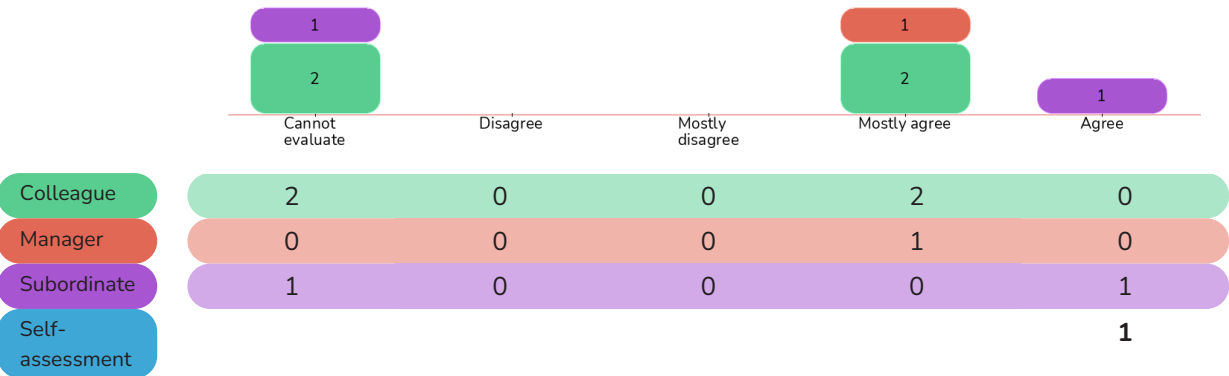


ANTICIPATES AND PREVENTS THE RISKS OF HIS DECISIONS.

average evaluation for all evaluators: 3.25

importance

2.22.0



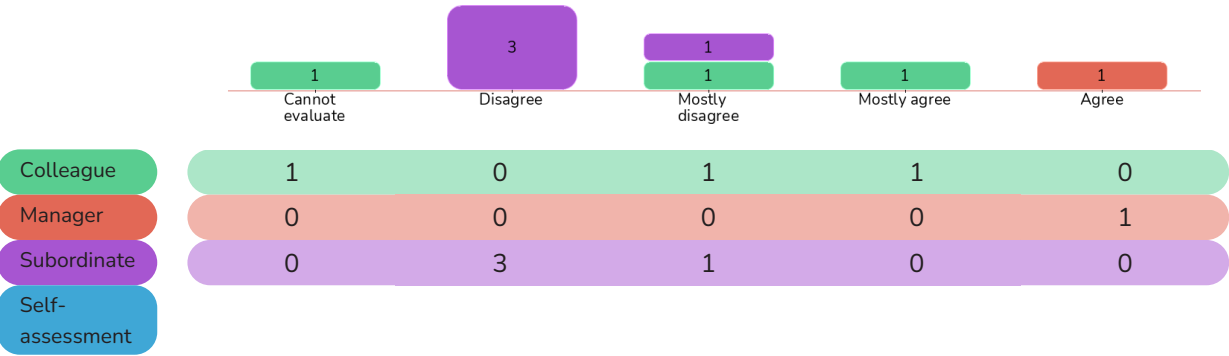
COMPREHENSIBLY EXPLAINS TO HIS/HER TEAM MEMBERS THE GENERAL AIMS OF THE COMPANY AND THE SPECIFIC STEPS TAKEN TO ACCOMPLISH THEM.

average evaluation for all evaluators: 2

importance

3.3

?



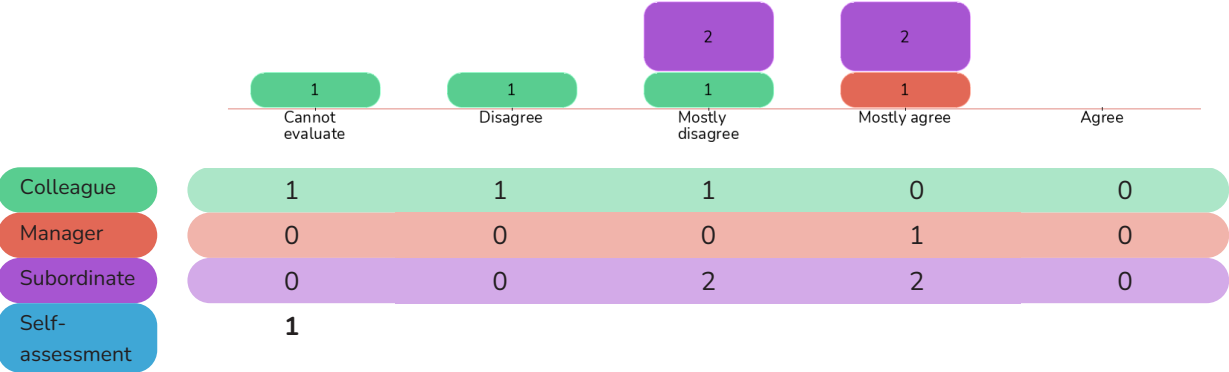
APPRECIATES THE FINANCIAL IMPACT OF HIS/HER ACTIONS AND DECISIONS.

average evaluation for all evaluators: 2.29

importance

3.7

?



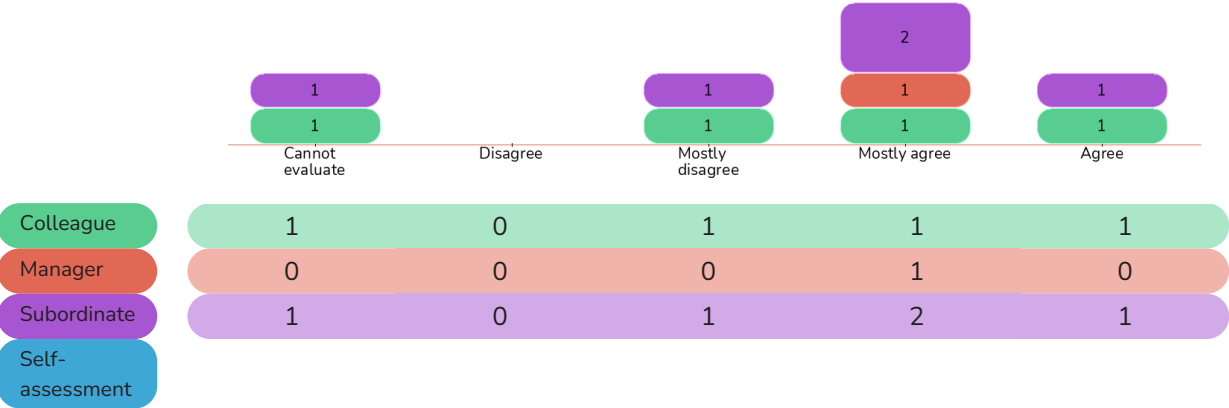
IS SUPPORTIVE OF CHANGES LEADING TO IMPROVEMENT IN THE LONG TERM.

average evaluation for all evaluators: 3

importance

3.9

?



ESTABLISHES CONTACT WITH NEW CLIENTS.

average evaluation for all evaluators: 2

importance

2.9

?

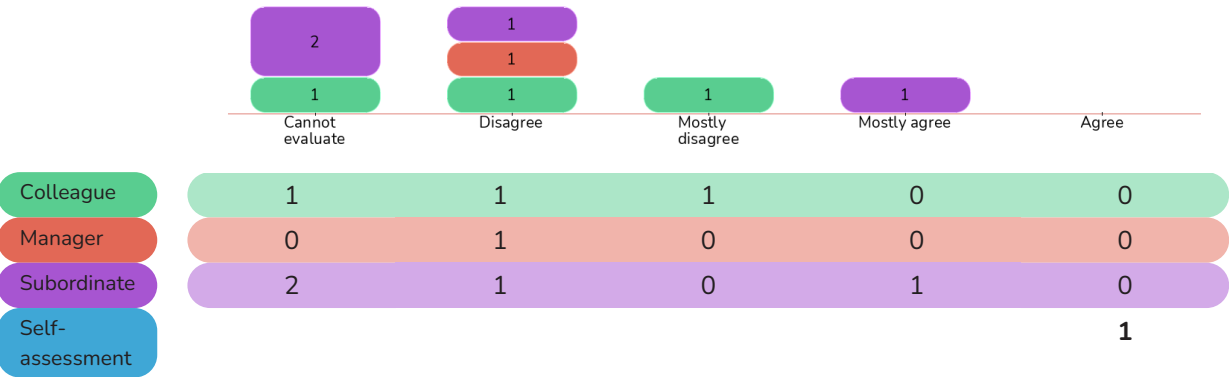


APPEARS CONVINCING AND TRUSTWORTHY IN FRONT OF THE CLIENT.

average evaluation for all evaluators: 1.6

importance

3.82.0

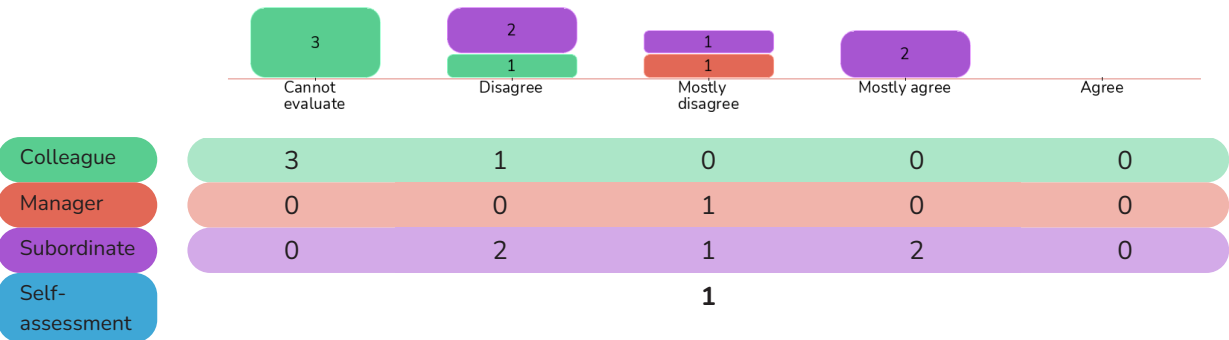


KNOWS HOW TO USE THE CLIENT’S OBJECTIONS IN ORDER TO PERSUADE THEM.

average evaluation for all evaluators: 1.86

importance

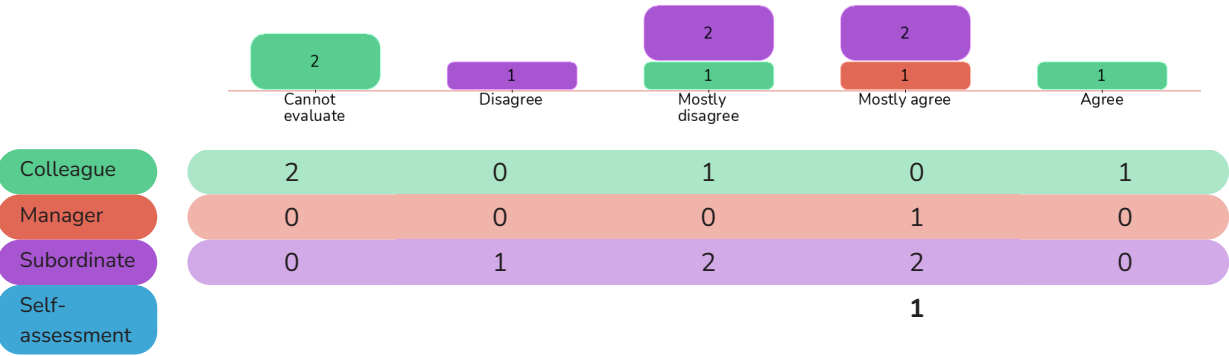
2.02.0



DEVELOPS CLIENT RELATIONSHIPS.

average evaluation for all evaluators: 2.5

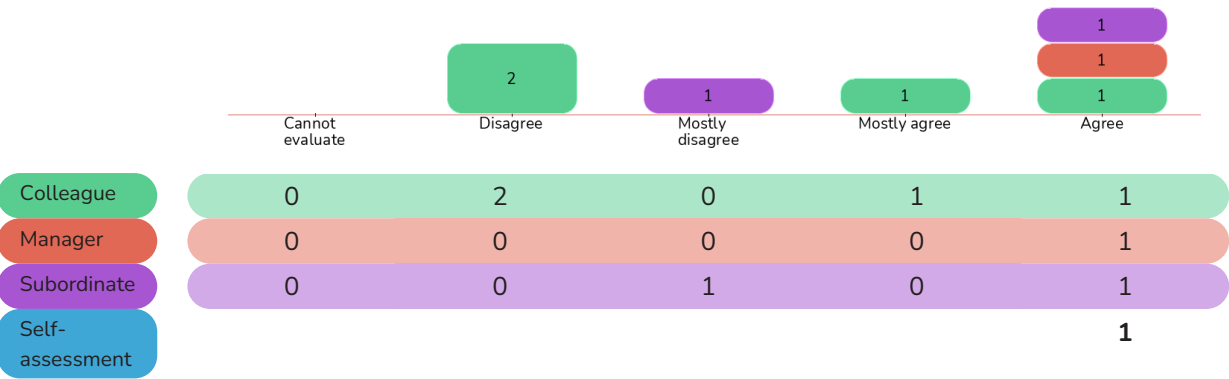
importance
3.5 1.0



CAREFULLY NOTICES WHAT THE CLIENT LIKES AND ADAPTS THE BUSINESS DIALOGUE ACCORDINGLY.

average evaluation for all evaluators: 2.71

importance
2.4 3.0



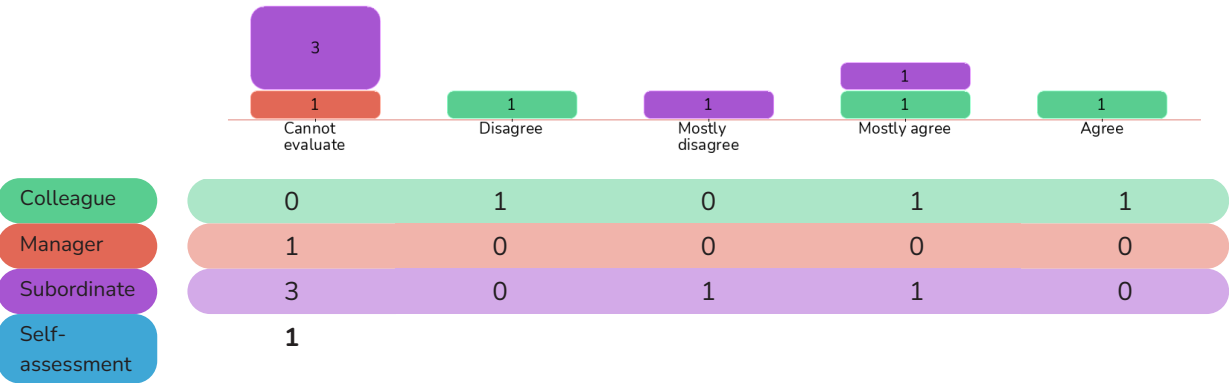
INVESTIGATES THE CLIENT'S NEEDS.

average evaluation for all evaluators: 2.6

importance

3.0

?



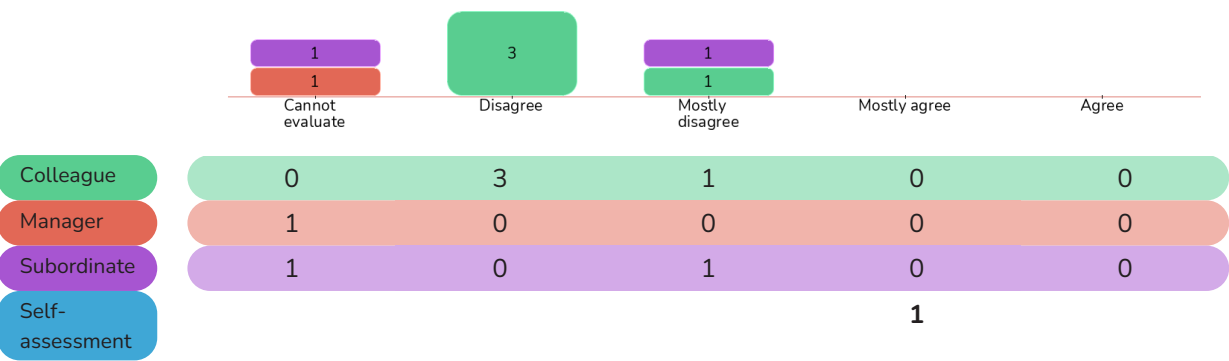
OFFERS SOLUTIONS WHICH ACCOMODATE THE NEEDS OF THE CLIENT.

average evaluation for all evaluators: 1.4

importance

2.8

2.0



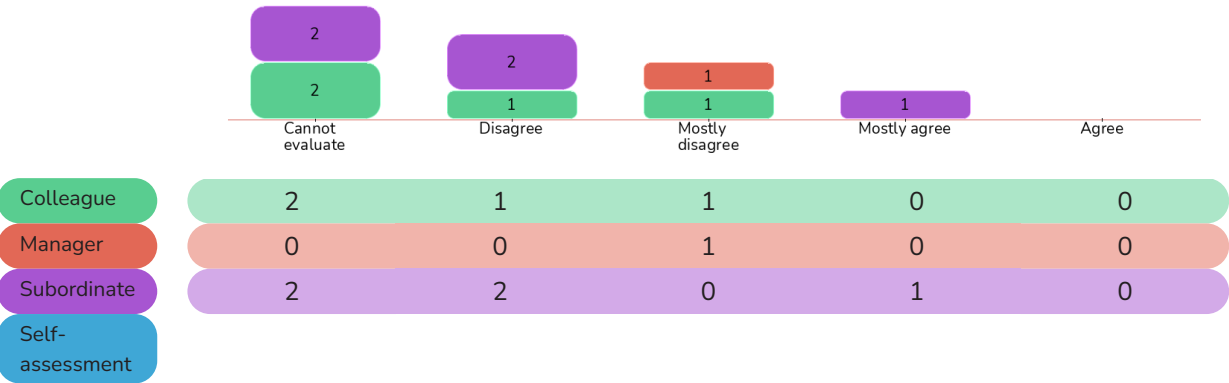
EMPHASISES THE BENEFITS THE CLIENT CAN DERIVE FROM MUTUAL COOPERATION OR BUSINESS.

average evaluation for all evaluators: 1.67

importance

2.8

?



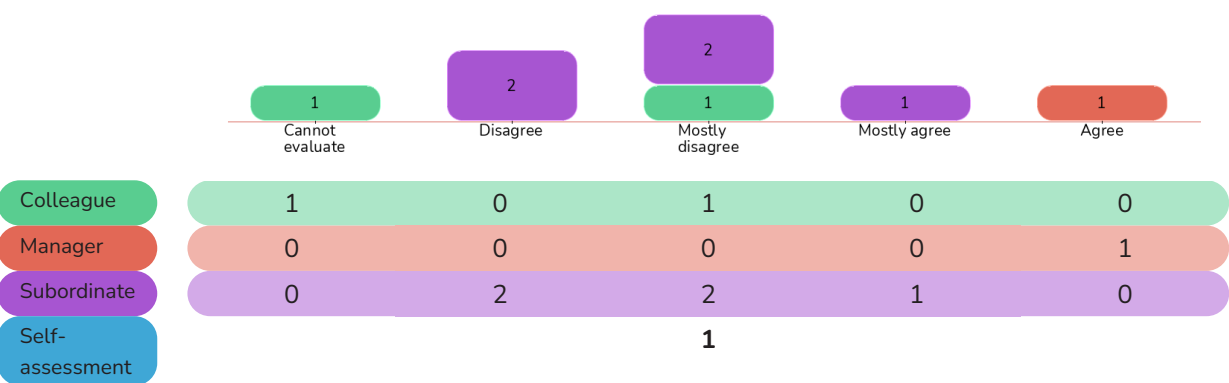
WHEN SIGNALLED BY THE CLIENT, HE/SHE MOVES FROM A GENERAL OFFER TO DISCUSSING A SPECIFIC SOLUTION.

average evaluation for all evaluators: 2.14

importance

3.1

3.0



FINISHES HIS/HER CLIENT MEETINGS BY AGREEING ON SPECIFIC AND CLEAR STEPS.

average evaluation for all evaluators: 2.56

importance

3.0 ?

